MODERN PROJECT MANAGEMENT – LEADER OF BUSINESS SUCCESS

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Abstract: This article scientifically analyzes modern project management as a leading factor in business success and competitiveness. Based on a comparative approach, the essence, differences, and advantages of transitioning from traditional to modern management are highlighted. The mechanisms for effective utilization of PMP, PRINCE2, PMBOK, Agile, Scrum, Kanban, Kaizen, CPM, hybrid management methodologies, and digital PM platforms are revealed. Based on the experiences of Estonia, Great Britain, Japan, and the USA, the results achieved by various methods and tools are reviewed. Practical recommendations for choosing a method appropriate to the project type in the conditions of Uzbekistan, success factors, risks, and practical problems are substantiated with scientific views.

Keywords: project management, modern management, PMP, PRINCE2, Scrum Master, hybrid, PMBOK, Agile, Kanban, Kaizen, CPM, digital platforms, competitiveness, traditional management.

Annotatsiya: Ushbu maqolada loyihalarni zamonaviy usulda boshqarish biznes muvaffaqiyati va raqobatbardoshlikning yetakchi omili sifatida ilmiy tahlil qilinadi. An'anaviy boshqaruvdan zamonaviy boshqaruvga o‘tishning mohiyati, farqlari va afzalliklari qiyosiy yondashuv asosida yoritiladi. PMP, PRINCE2, PMBOK, Agile, Scrum, Kanban, Kaizen, CPM va gibrid boshqaruv metodologiyalari hamda raqamli PM platformalaridan samarali foydalanish mexanizmlari ochib beriladi. Estoniya, Buyuk Britaniya, Yaponiya va AQSH tajribasi asosida qaysi metod va vositalar qanday natija bergani ko'rib chiqiladi. O‘zbekiston sharoitida loyiha turiga mos metodni tanlash bo'yicha amaliy tavsiyalar, muvaffaqiyat omillari, risklar va amaliy muammolar ilmiy qarashlar bilan asoslanadi.

Kalit so'zlar: loyiha boshqaruvi, zamonaviy boshqaruv, PMP, PRINCE2, Scrum Master, gibrid, PMBOK, Agile, Kanban, Kaizen, CPM, raqamli platformalar, raqobatbardoshlik, an'anaviy boshqaruv.

Аннотация: В данной статье научно анализируется современное проектное управление как ведущий фактор бизнес-успеха и конкурентоспособности. На основе сравнительного подхода освещаются сущность, различия и преимущества перехода от традиционного управления к современному. Раскрываются механизмы эффективного использования методологий PMP, PRINCE2, PMBOK, Agile, Scrum, Kanban, Kaizen, CPM, гибридного управления, а также цифровых PM-платформ. На примере опыта Эстонии, Великобритании, Японии и США рассматривается результативность различных методов и инструментов. Научными аргументами подкреплены практические рекомендации по выбору метода, соответствующего типу проекта в условиях Узбекистана, факторы успеха, риски и практические проблемы.

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Ключевые слова: проектное управление, современное управление, PMP, PRINCE2, Scrum Master, гибридный, PMBOK, Agile, Kanban, Kaizen, CPM, цифровые платформы, конкурентоспособность, традиционное управление.

In the modern economy, competition is no longer determined solely by product quality or price, but by the ability to transform an idea into a result quickly, with high quality, and within a planned budget. This very capability constitutes the essence of project management. A project is a temporary activity aimed at creating a specific result within the limits of time, budget, and quality. If this activity is managed without a system, even the strongest idea ends with delays, increased costs, and loss of client trust.

Over the past twenty years, project management has evolved from a separate professional field into a strategic management tool. According to the Project Management Institute (PMI), organizations that professionally manage projects have significantly higher goal achievement rates, budget adherence, and stakeholder satisfaction. Therefore, modern management is no longer just planning, but an art of adapting to changes, managing the team, foreseeing risks, and utilizing digital tools.

The purpose of this article is to theoretically and practically substantiate the impact of modern project management methodologies and digital tools on business success, analyze foreign experience, and propose a suitable model for Uzbekistan. The research utilized methods of comparative analysis, systematic approach, and case studies.

In the modern economy, the competitiveness of companies and states is measured not by routine operational activities, but by the ability to successfully implement strategic projects:

* Global market scale: According to PMI data, the global project management industry is valued at $5.81 trillion, and by 2030, an additional 25 million new project managers will be needed worldwide.

* The cost of inefficient management: According to the Standish Group's CHAOS report, only 31–35% of projects worldwide are completed fully successfully. The remaining 46–50% exceed time and budget limits, and 19% fail completely. According to PMI analysis, due to poor project management, an average of 11.4% of every invested dollar ($135 million out of every $1 billion) is wasted in vain.

1. Evolution of Project Management: From Traditional to Modern Approach

Traditional management, mainly based on the Waterfall model, implies that a project is implemented step by step in a strict sequence: defining requirements, planning, execution, control, and closing. This model has been effective under stable requirements, clear technical specifications, and an immutable external environment. It still retains its place in construction, defense, and large infrastructure projects.

* Paperwork and slow decision-making: Many traditional companies operate using outdated Waterfall-cascade methods. As a result, when market demand changes, making modifications to the project becomes difficult, and the company loses clients.

* Budget and timeline overruns: Due to the lack of precise planning and modern digital control systems such as Trello, Jira, Asana, and MoySklad, projects do not finish on time.

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* Difference between management and leadership: Many managers understand project management only as "controlling and giving orders". In the modern approach, a project manager is required to be an inspiring leader who removes obstacles.

* Personnel and adaptability issues: Employee resistance to new technologies and flexible (Agile) working styles (Resistance to change).

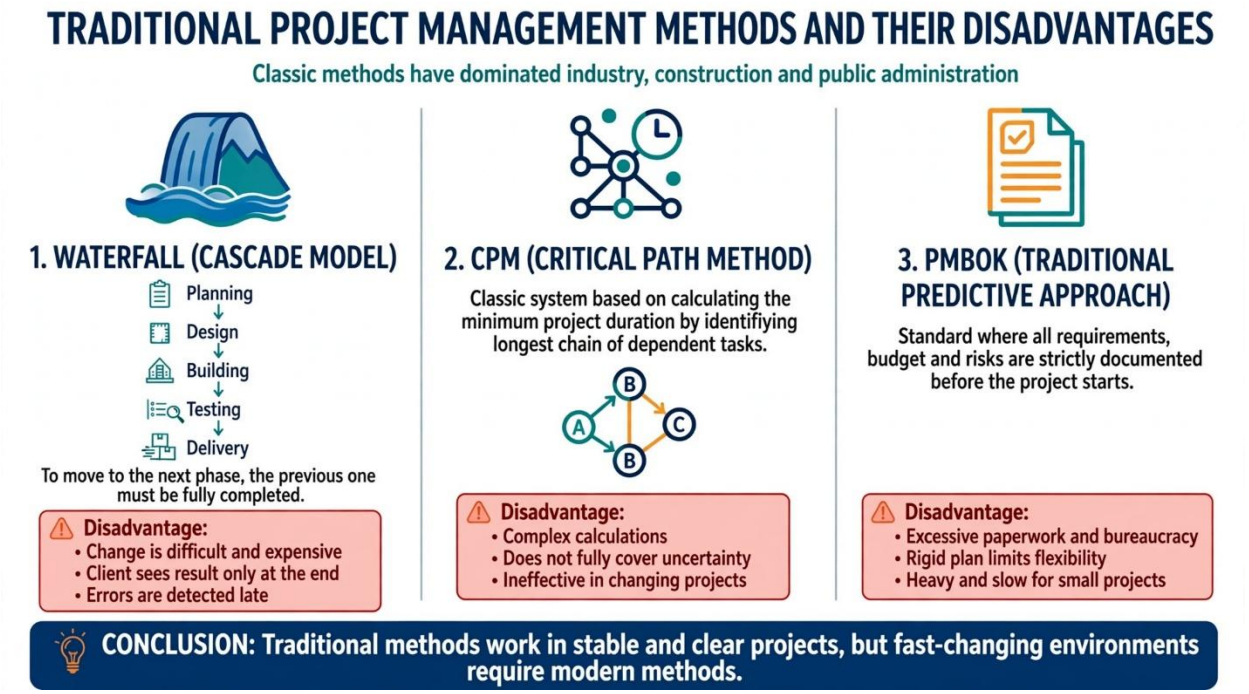
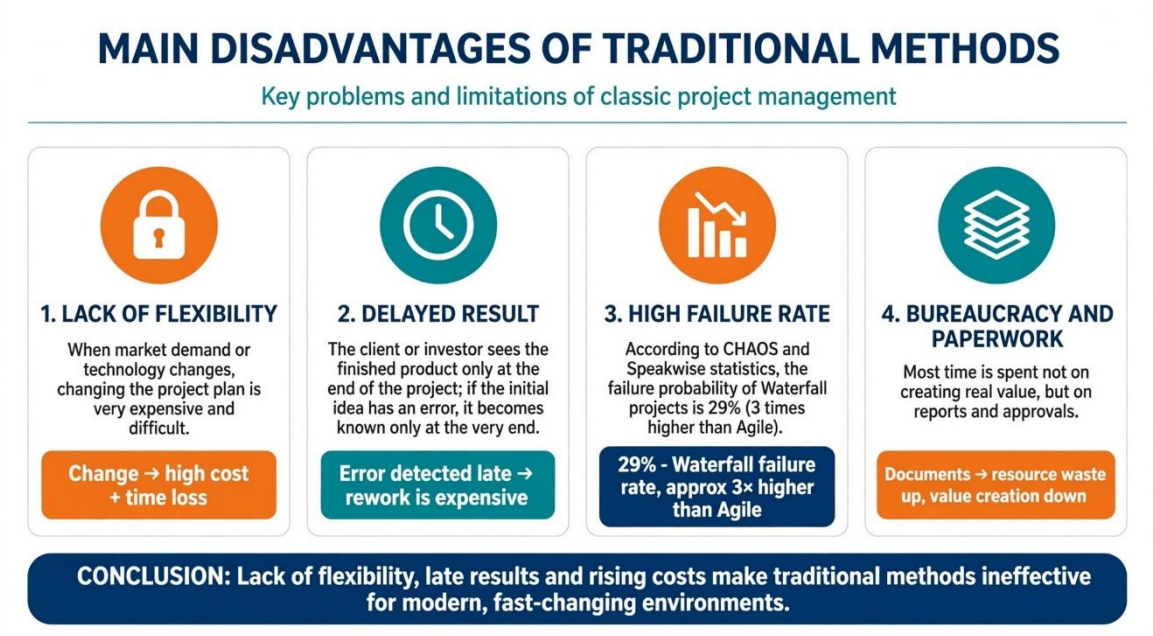


Table 1. Traditional Project Management Methods and Their Disadvantages

Classic methods have dominated industry, construction, and public administration

Table 2. Main Disadvanta



ges of Traditional Methods

Key problems and limitations of classic project management

Modern management does not deny variability; rather, it manages it. Its core focus shifts from documents to working results, from rigid plans to continuous cooperation with clients, and from control to team self-organization. The reason for this transition is market acceleration, rapid

TRADITIONAL VS MODERN PROJECT MANAGEMENT: COMPARATIVE ANALYSIS

CRITERION	TRADITIONAL MANAGEMENT	MODERN MANAGEMENT
Planning	Full plan is made at the start of the project	Plan is clarified step by step through iterations
Attitude to Change	Change is seen as a risk	Change is managed as an opportunity
Client Involvement	Mainly at the start and at the end	At every stage, based on continuous feedback
Team Structure	Hierarchical, leader-centered	Self-organizing, multifunctional team
Result Control	Evaluated when the final product is delivered	Intermediate result is shown at each sprint or stage
Main Tool	Paper reports, Gantt chart	Digital platforms, real-time dashboards

CONCLUSION: The modern approach allows early detection of errors, correction costs become dozens of times cheaper.

changes in client demands, and digital technologies shortening the project lifecycle.

Table 3. Traditional vs Modern Project Management: Comparative Analysis

The advantage of the modern approach is that it enables early detection of errors. If a problem is identified in the second or third week rather than at the end of the project, the cost of fixing it is dozens of times cheaper.

2. Modern Project Management Methodologies

2.1. PMBOK and PMP: Professional Standard

PMBOK (Project Management Body of Knowledge) is an international standard developed by the Project Management Institute. Its seventh edition defines 12 principles and 8 performance domains: stakeholders, team, development approach, planning, project work, delivery, measuring performance, and uncertainty.

PMP (Project Management Professional) certification is issued based on this standard and is currently the most recognized project manager qualification globally. PMP covers three domains: people, process, and business environment. This means a project manager should not just be a schedule maker, but a team leader, communicator, and creator of business value. PMP delivers high efficiency in large, complex, and multi-stakeholder projects, particularly in international corporations, banks, and government programs.

2.2. PRINCE2: Method for Controlled Environments

PRINCE2 (Projects in Controlled Environments) was created in Great Britain and is now widely used in the public sector worldwide. It is based on 7 principles, 7 themes, and 7 processes.

Its core principles include: continued business justification, learning from experience, defined roles and responsibilities, manage by stages, manage by exception, product-focused orientation, and tailoring to the project environment.

The strength of PRINCE2 lies in its accountability. At each stage, the project board reviews the business justification. If a project no longer brings profit, stopping it is also considered the right decision. Therefore, this method is suitable for government projects, infrastructure, and sectors requiring strict audits.

2.3. Agile, Scrum, and Kanban: Speed and Flexibility

Agile is a philosophy formed on the Agile Manifesto published in 2001. Its four core values are: individuals and interactions over processes and tools, working product over comprehensive documentation, customer collaboration over contract negotiation, and responding to change over following a plan.

Scrum is the most widespread practical form of Agile. It is based on sprints lasting from 1 to 4 weeks. In each sprint, the team delivers a working part of the product. Scrum has three roles: Product Owner, Scrum Master, and Development Team.

A Scrum Master is not a meeting organizer. They are a servant-leader—a leader who serves the team. Their task is to remove obstacles, coach the team to adhere to Scrum principles, and protect them from external interference. In teams with a strong Scrum Master, efficiency and employee engagement increase significantly.

Kanban is a visual management method originating from Japanese manufacturing systems. Work moves across columns on a Kanban board: *To Do*, *In Progress*, *Testing*, *Done*. Its two main rules are: limiting the number of work-in-progress items and keeping the flow continuous. Kanban is especially convenient for continuous incoming tasks, technical support, and service teams.

2.4. Kaizen and Lean: Big Results Through Small Steps

Kaizen is a Japanese word meaning continuous improvement. Its essence is implementing small improvements every day without waiting for large revolutionary changes. Toyota achieved waste reduction, quality improvement, and production time reduction through this exact philosophy.

The Lean approach is also close to this idea. It considers any activity that does not create value for the customer as waste and aims to eliminate it. For small and medium-sized businesses, Kaizen is the most affordable way to increase efficiency without expensive technology.

2.5. CPM: Critical Path Method

CPM (Critical Path Method) analyzes the dependencies between project tasks to determine the longest chain of dependent tasks that sets the project duration. This method has become an indispensable tool in construction, energy, and large engineering projects. Without it, completing a project consisting of thousands of tasks on time is nearly impossible. CPM shows the manager in advance which task delay will cause the entire project to be delayed.

2.6. Hybrid Management: The Best of Both Worlds

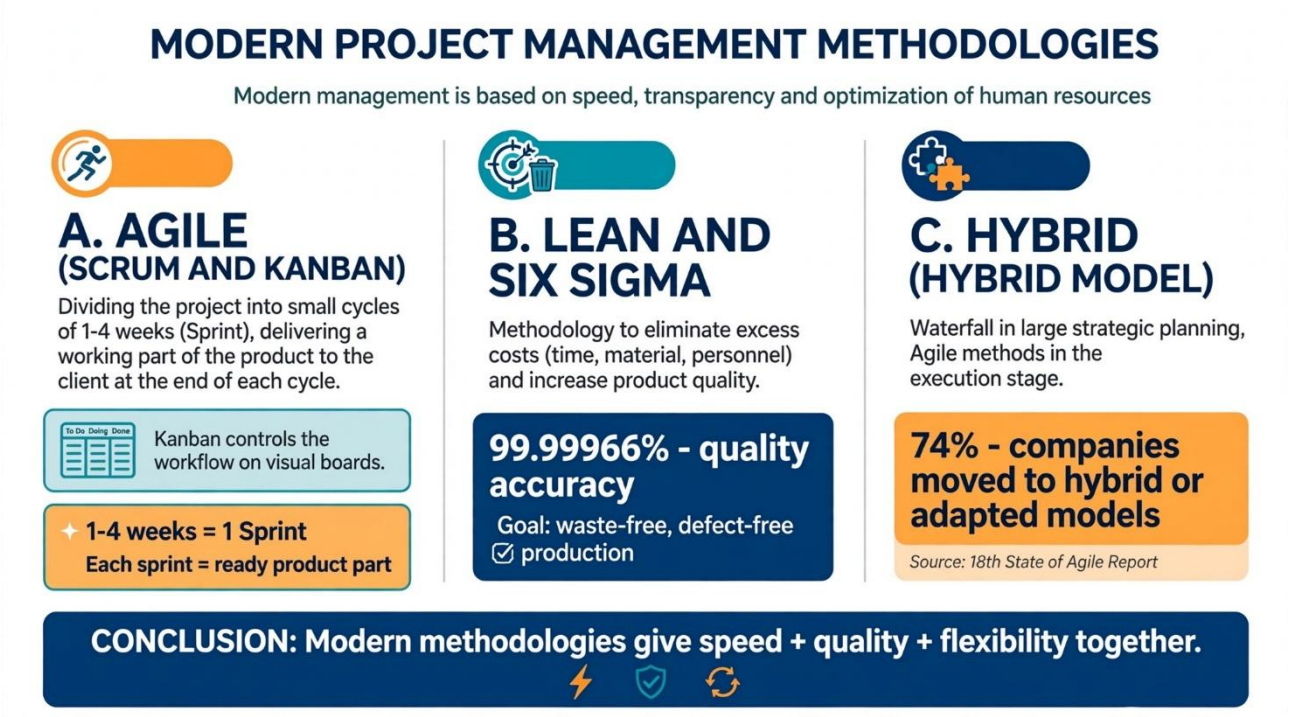
Practice shows that neither pure Agile nor pure Waterfall fits every project. Therefore, hybrid management emerged. In a hybrid model, a project is divided into overarching stages, but Agile iterations are applied within each stage. For example, in building construction, foundations

and structures are managed based on Waterfall, while interior design and client customization are managed based on Agile.

Hybrid management yields high results especially in government and corporate projects where both reporting/control and speed are needed.

Table 4. Modern Project Management Methodologies

Modern management is based on speed, transparency, and optimization of human resources



3. Modern Software Tools and Devices

No matter how good a methodology is, managing it on paper is impossible at modern speeds. Digital platforms make project management transparent, measurable, and open to collaboration.

When choosing a platform, three criteria must be considered: team size and digital literacy, project complexity, and integration capability. Not the most expensive platform, but the one the team uses every day is the most effective.

Table 5. Modern Digital Tools: Cloud, AI, and IoT

Digital tools make project management faster, transparent, and predictive

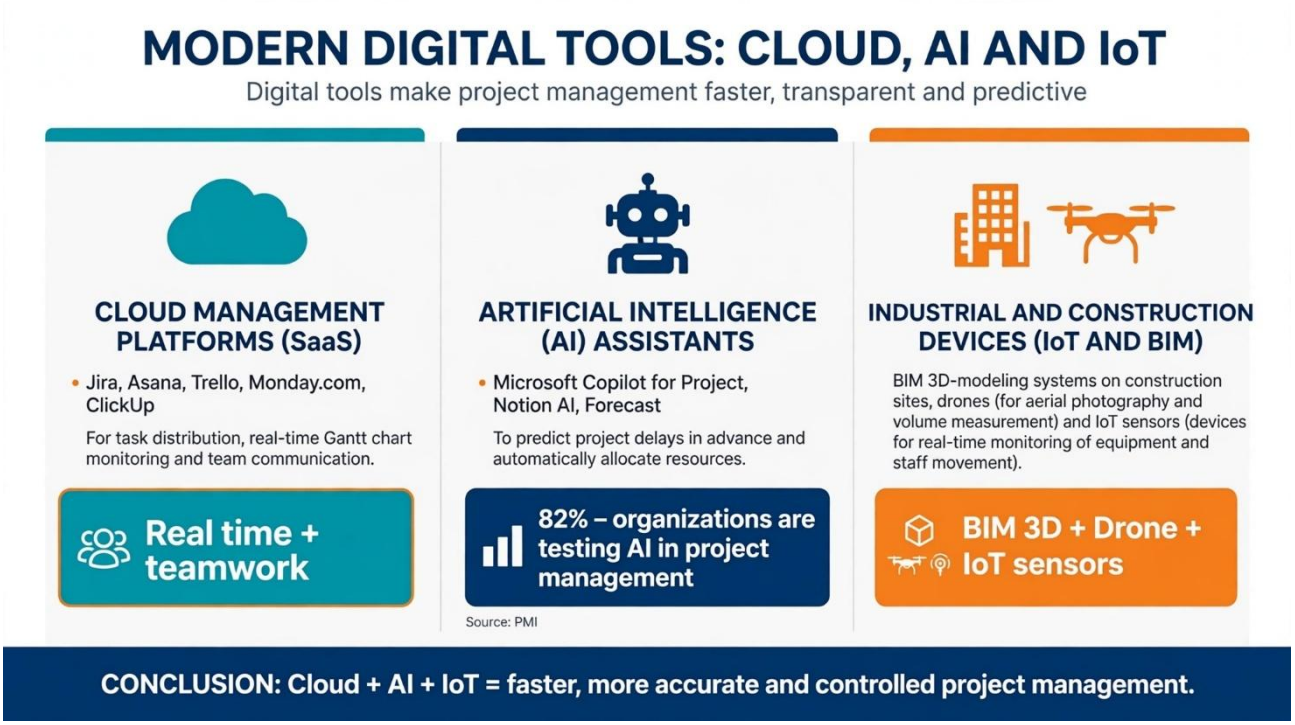


Table 6. Digital Tools and PM Platforms (Which platform fits which project?)

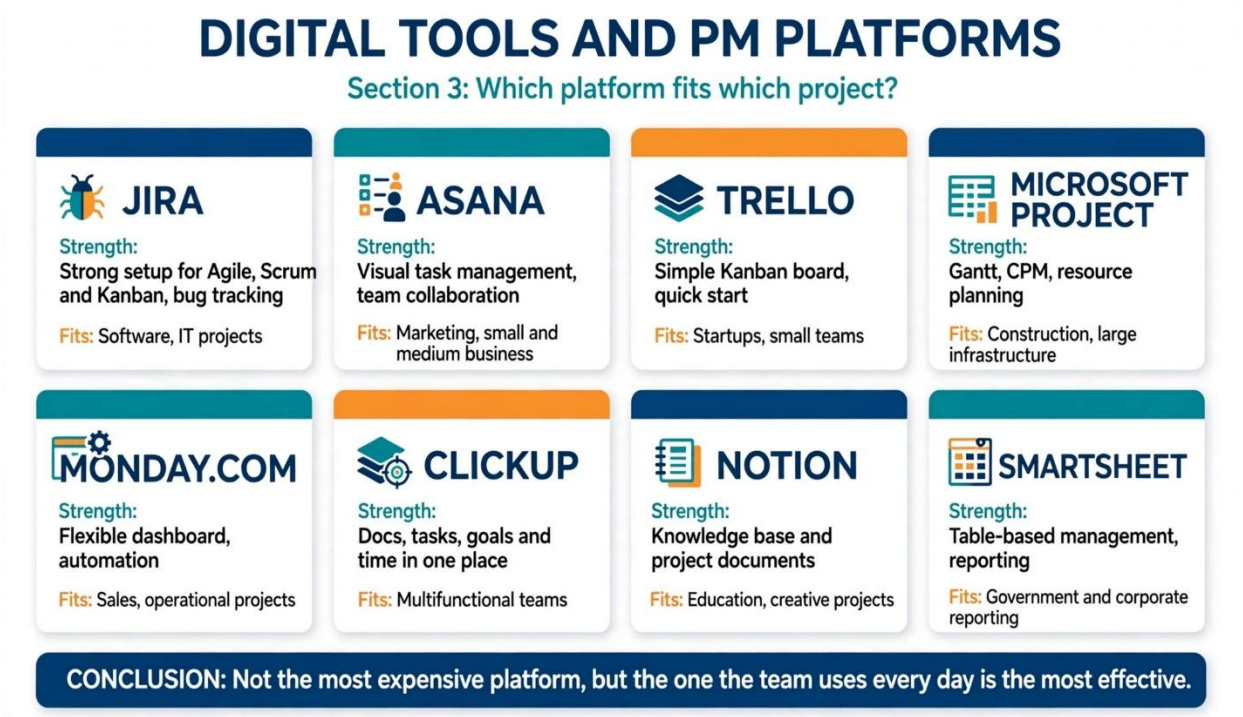
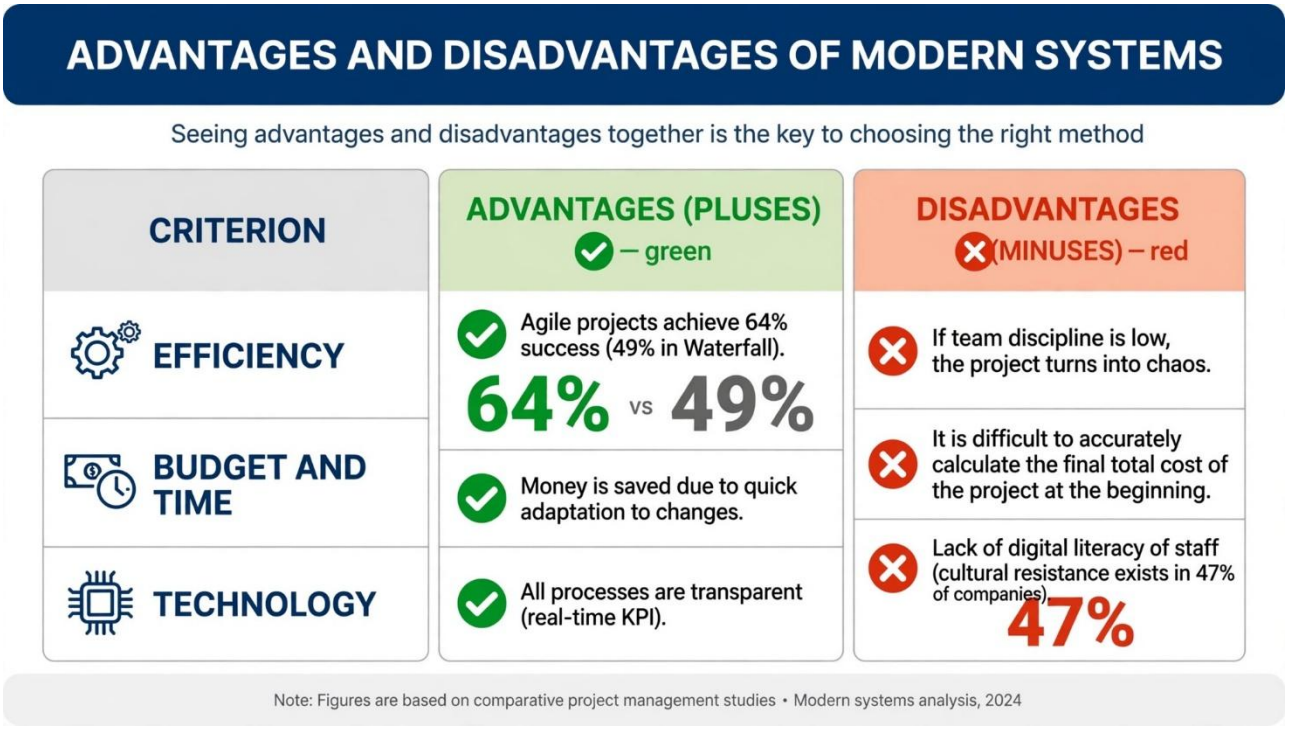


Table 7. Advantages and Disadvantages of Modern Systems

Seeing advantages and disadvantages together is the key to choosing the right method



4. International Experience and Applied Methods

4.1. Estonia: Digital State and Agile Public Administration

Estonia is recognized as one of the most successful digital states in the world. Under the e-Estonia program, over \bm{99\%} of public services are provided online. Behind this stand small, fast project teams based on Agile principles. The X-Road data exchange system, electronic identification, and electronic voting projects were implemented step by step in small modules rather than as large monolithic systems.

The main lesson of Estonia's experience is that trust and simplicity come before technology. Each project is aimed at solving a single problem for the citizen, and results are tested rapidly.

4.2. Great Britain: PRINCE2 and Transparency of Public Projects

PRINCE2 was created specifically in Great Britain. Through the Government Digital Service and Major Projects Authority, large public projects are managed based on strict stages, business justification, and open reporting. The GOV.UK portal, which united several thousand government websites into a single platform, was implemented based on Agile and user-centered design.

The British model shows that speed is also possible in public projects if accountability and user feedback are ensured at every stage.

4.3. Japan: Kaizen, Lean, and Quality Culture

Japan views project management as a culture. The Toyota Production System, Kaizen, and 5S systems are studied globally as quality standards. Japanese construction and engineering companies combine CPM and PERT with precise planning, and Kaizen with continuous improvement at every workplace.

The result is clear: fewer defects, less waste, and high customer trust. Japan's experience confirms that project success depends not only on technology, but on discipline and team culture.

4.4. USA: PMP, Agile, and Innovation Hub

The USA is the homeland of PMI and the birthplace of the Agile Manifesto. Silicon Valley companies widely apply Scrum, Kanban, and hybrid models. In companies like Google, Microsoft, and Amazon, project managers jointly manage product, data, and customer experience.

The American model teaches two lessons. First, innovation requires rapid experimentation and learning from mistakes. Second, standards, certifications, and professional qualifications remain crucial even in large projects.

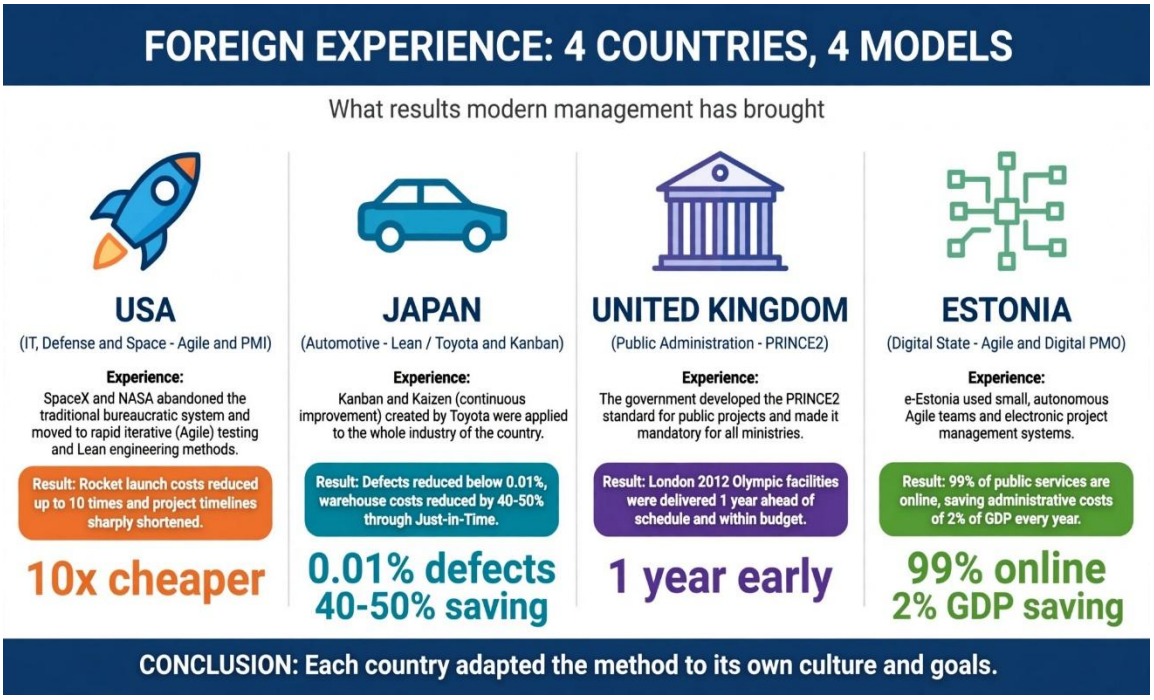


Table 8. Foreign Experience: 4 Countries, 4 Models

What results modern management has brought?

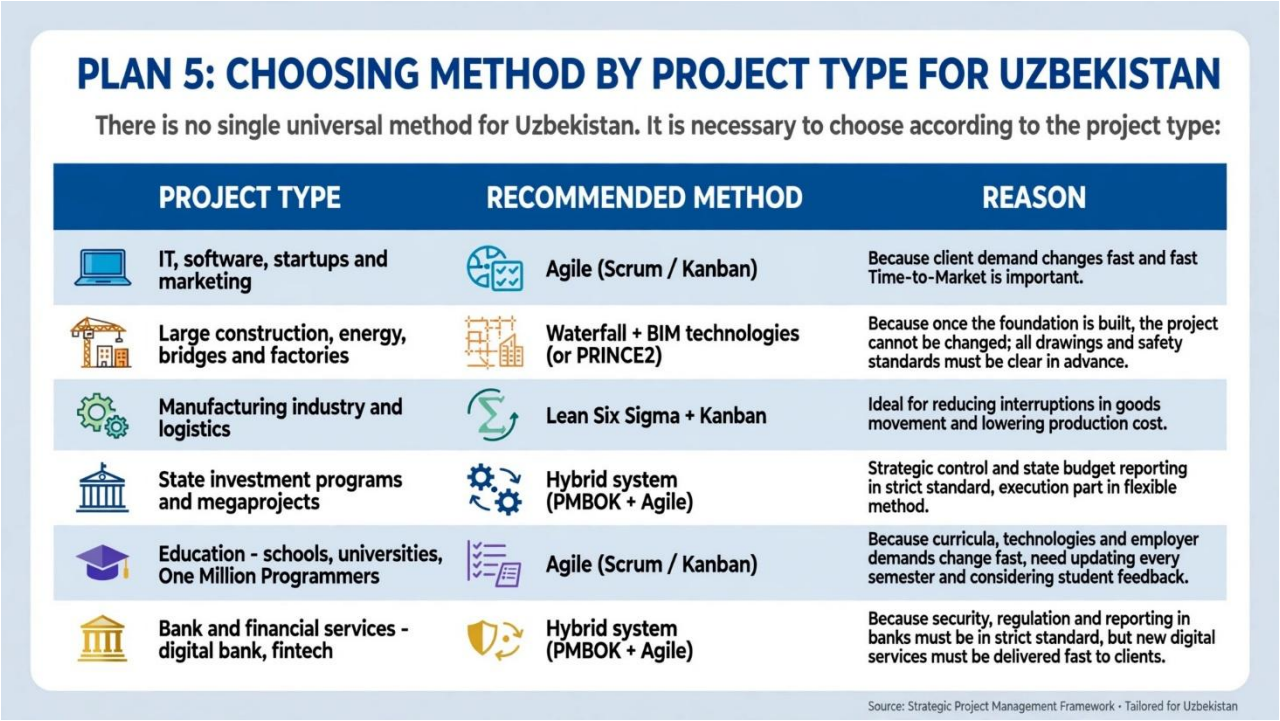
5. Prospects of Applying Modern Management in Uzbekistan

In recent years, large-scale reforms have been carried out in Uzbekistan regarding digitalization, entrepreneurship development, and improving the quality of public services. The "Uzbekistan – 2030" strategy, IT Park, Public Services Centers, the "One Million Programmers" program, and the introduction of BIM technologies in construction have sharply increased the demand for modern project management.

There is no single universal method for Uzbekistan. It is necessary to choose according to the project type:

Table 9 . Choosing Method by Project Type for Uzbekistan

Source: Strategic Project Management Framework Tailored for Uzbekistan



Three practical steps are crucial for introducing modern management in Uzbekistan:

1. Personnel training: Expanding PMP, PRINCE2, and Scrum Master certification programs in universities and corporate training centers.

2. Digital platforms: Implementing digital platforms as a standard in both public and private sectors.

3. Project culture: Forming a project culture, which entails leaders placing trust in the project team and adopting the practice of analyzing mistakes rather than punishing them.

6. Success Factors, Risks, and Practical Problems

Success in modern management depends on four factors:

1. Clear goal and business value: Every project must answer the question: who benefits from this project and how?

2. Strong leadership and communication: Open communication within the team prevents hiding problems.

3. Digital literacy and data-driven decision-making.

4. Risk management: Identifying risks in advance, assessing them, and creating a backup plan are hallmarks of professional management.

Practical problems also exist. Resistance to change, shortage of qualified personnel, habit of bureaucracy/paperwork, and mistakes in choosing platforms are the most common obstacles. To overcome them, starting with a small pilot project, demonstrating results, and then scaling up is recommended. Attempting to transform the entire organization at once usually ends in failure.

Conclusion

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Managing projects in a modern way is no longer a luxury, but a condition for business survival. Although traditional management retains its place in stable environments, Agile, Scrum, Kanban, Kaizen, and hybrid approaches offer distinct advantages in a rapidly changing digital economy. International standards such as PMP and PRINCE2 add order and accountability to this flexibility.

The experiences of Estonia, Great Britain, Japan, and the USA demonstrate that successful countries did not blindly copy methods, but adapted them to their own culture and goals. The path for Uzbekistan is the same: choosing a method suited to the project type, professionally training personnel, implementing digital platforms, and fostering a culture of continuous improvement. On this basis, modern project management becomes a true leader of business success for entrepreneurship, public administration, and the entire economy.

Modern project management is not simply installing software, but changing management culture. Statistical facts show that companies implementing modern methodologies lose 28 times less capital compared to competitors operating via traditional methods.

Practical Proposals and Recommendations:

1. Transition to hybrid management: Organizing financial control according to the PMBOK standard, and operational execution via Kanban and Agile tools in local industrial and construction enterprises.

2. Creating a single digital ecosystem: Migrating all internal company projects from Excel spreadsheets (today \bm{54\%} of teams still use Excel) to cloud PM platforms (Jira, Bitrix24, Asana, Trello).

3. Certifying Project Managers (PM): Training specialists holding international PMP, PRINCE2, and Scrum Master certifications in enterprises and granting them authority to make independent decisions within the project scope.

4. Introducing risks and AI analytics: Maintaining a "Risk Register" in every major investment project and modeling cost estimates using artificial intelligence tools.

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